

**DEPARTMENT OF THE NAVY RESPONSE  
TO DOD AR WEEK 2 OSD SURVEY  
SUMMARY OF DATA**

**OVERALL OBSERVATIONS**

- **Results of the survey indicate improvement in the acquisition system.**

Questions 5, 6, and 7, with solid means of 3.9, 3.7, and 3.8 on a six-point scale and all modes and medians falling at 4 (slightly agree), place the response above the mid-point of 3.5. The total percentages falling on the “agree” side of each response (72.8%, 66.3%, and 67.4%, respectively) reinforce these indicators.

Questions 20 and 21 have solid means of 2.8 and 2.9 on a five-point scale and modes and medians fall at 3. This scale deals with the amount of improvement, with “1” representing NONE and “5” representing “A LOT.” Therefore, everything above “1” denotes an increasing amount of improvement. Looking at the 2 (some improvement) and above response level, over 90% of respondents agree that there is some improvement, and over 90% of respondents agree that teams are making some difference in the system. Looking at the 3 (yes, improvement) and above response level, over 63.7% of respondents agreed there was a solid level of improvement in the acquisition system and over 68.9% of respondents solidly agreed that teams were improving the system.

- **The mean response regarding improvement in the acquisition process is 5.2% higher in the March 1997 survey than in the May 1996 survey.**

DoN response to Question 20 is .26 (5.2%) higher than the overall (Headquarters and Field) DoN response to the identical question last May. The standard deviation, which is .983, also demonstrates improved agreement across the acquisition system in contrast to the 1.016 (Headquarters) and .999 (Field) standard deviations in the previous survey. See the comparison chart for Question 20 at the end of this summary.

- **The mean response regarding teams improving the acquisition process is 7.4% higher in the March 1997 survey than in the May 1996 survey.**

DoN response to Question 21 is .37 (7.4%) higher than the overall (Headquarters and Field) DoN response to the identical question last May. The standard deviation is 1.024 which shows improved agreement across the acquisition system in contrast to the 1.066 (Headquarters) and 1.043 (Field) standard deviations in the previous survey. See the comparison chart for Question 21 at the end of this summary.

- **Results of the survey indicate the overall effectiveness of teams.**

Questions 8, 11 and 14 ask the effectiveness of teams (Intra-Government, Government-Support Contractor, and Government-Industry, respectively). Response to these questions reflects the highest overall response level throughout the survey. On a six-point scale, the means are 4.35, 4.6, and 4.5, respectively, and all modes and medians fall at the 5 level (agree). This response is significantly higher than the mid-point level of 3.5. The total percentages falling on the “agree” side of each response (4, 5, and 6 of the scale) reinforce these indicators (80.8%, 87.2%, and 86.1%, respectively).

- **The number one enabler for team success is Communications, followed closely by the need for Empowerment and Management Support.**

Questions 9, 12, and 15 directly ask for the strongest enabler for team (Intra-Government, Government-Support Contractor, and Government-Industry, respectively) effectiveness. Response for all three types of teams is similar. The number one enabler is Communications (38.2%, 45%, and 46.6%, respectively). In the second position is Empowerment (25%, 19.1%, and 18.4%, respectively). In the third position is Management Support (14.1%, 14.3%, and 13.6%).

- **Serious barriers to team effectiveness are Poor Communications and Resistance to Change, followed by Policy and Procedures and Empowerment.**

Questions 10, 13, and 16 ask for the most serious barrier to team (Intra-Government, Government-Support Contractor, and Government-Industry, respectively) effectiveness. The number one response for Question 10 (Intra-Government) was Resistance to Change (24%). The number one response to Questions 13 and 16 was Poor Communications (25.3% and 26.4%, respectively). The number two choice for Question 10 was Poor Communications (21.9%); for Questions 13 and 16, Resistance to Change (20.5 and 19.5%, respectively). The number three choice for Questions 10, 13, and 16 was Policy & Procedures (14.5%, 18.1%, and 18.9%, respectively). Although the order and weighting is different, these are strong indicators that much work needs to be done in these areas. A close fourth response for Questions 10, 13, and 16 deals with Empowerment (12.6%, 11.1%, and 10.3%, respectively).

- **Respondees agree that Acquisition Reform Day was effective and should be repeated.**

Questions 17, 18, and 22 dealt with effectiveness of the day. All three indicate a solid element of effectiveness. Over 78% of respondents agree there should be another day, although they disagree when that day should occur.

- **Survey response wholeheartedly reinforces the importance of IPT/Teaming.**

Question 19 response, which deals with which “AR initiatives or changes” have most significantly improved the acquisition processes owned by your teams, wholeheartedly reinforces the importance of IPT/Teaming (26.2% of total selected items). The question asks specifically for initiatives “owned by your teams.” Thirteen response options were offered for this question, as well as the opportunity to “write-in” other initiatives. This dramatic response reinforces the team results discussed above. MILSPEC reform was the second highest choice at 14.5% of selected items. See Question 19 in Section 3 for additional details.

## ADDITIONAL COMMENTS

- **Additional comments offer some potential target areas for continued reform.**

Approximately 1745 additional comments were either written next to a specific question or written under “Additional Comments.” These comments have been broadly separated into Barriers Identified, Recommendations, Acquisition Reform Week Comments, and General Observations. These are individual opinions. Collectively, they point to potential target areas for continued reform. Individually, there are a number of good ideas for future opportunities.

The majority of the additional comments (56%) deal with aspects of AR week. These comments cover a broad range of issues and run the gamut of negatives and positives. Many are specific to participant location. They are listed beginning on page 23-34. Some general observations begin on page 23-66.

Twenty-six percent (454) of these additional comments identified general and specific barriers to Acquisition

Reform. Although smaller in number than the 6773 barriers identified in the 21 May 1996 DoN survey, they span many of the same areas. These comments include problems with AR in general, specific AR initiatives, Teaming, and the Contracting process, followed by Resistance to Change, Communications, Empowerment, Funding, Management, and Policy & Procedures. These identified barriers are listed by category beginning on page 23-3 of Section 4.

- **The largest number of recommendations deals with the need for additional training.**

Fourteen percent (248) of the additional comments are recommendations for change. The largest group of these recommendations is in the area of Education and Training, followed by Contracts/Procurement and Teaming. These recommendations are listed by category beginning on page 23-24 of Section 4.